

Pricing Innovation
The past, present and future of dynamic pricing

Sander Roose, Founder & CEO, Omnia Retail

Guest lecture University of St. Gallen

November 4, 2026

University of St.Gallen

omniaretail

About me



Sander Roose

- Founder & CEO of Omnia Retail
- Graduated cum laude in Industrial Engineering & Management Science from Eindhoven University of Technology
- Started career at Procter & Gamble, working in various commercial roles
- Several years of e-commerce strategy consulting experience (Harvest, Commerce Squared)
- Founded Omnia Retail in 2012
- Leading pricing software company in Europe focused on retailers & brands, one of global leaders
- Offices in Amsterdam and Darmstadt
- Married, daughter of 9 and son of 5 years old
- Sports freak (10+ hours per week): Hyrox, tennis, cycling. Participated in the Hyrox AG World Championships in Stockholm in June this year

Agenda

01	**How e-commerce drove pricing complexity** Why pricing became a software problem
02	**Wave 1: from manual to dynamic pricing** Automation at scale, and the ROI it delivers
03	**Wave 2: staying in control on autopilot** Flexibility and transparency
04	**Wave 3: agentic pricing** From AI steps in product to my 2025 market predictions

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E-commerce massively increased the pricing challenge for retailers

	Pre e-com retail	Post e-com retail
Assortment size	Small (confined to physical shelf)	Large ("endless aisle")
Price transparency	Low (store visits needed + promo flyers)	High (full price transparency)
Frequency of adjustments	Low (typically promotions per quarter)	High (intra-day adjustments)
Channel complexity	Low (only own stores)	High (own stores online & offline, marketplaces)
Number of competitors	Low (few based on geography)	High (whole market, including new pure players like Amazon)
Marketing complexity	Low (few channels, low frequencies)	High (many channels + marketing at wrong price point leads to waste due to price transparency)

!

The pain: due to explosion of pricing decisions, retailers became increasing unable to compete without automated monitoring and dynamic pricing (price adjustments)

As categories matured online, automated pricing became a must

Consumer Electronics

Sporting Goods

Apparel & Fashion

Department Stores

Home & Living

Beauty

Healthcare & Pharma

DIY

Automotive

Optical retail

Nutrition & Supplements

Toys

Baby

WÖHRL

KwikFit

Intertoys

Johnson & Johnson

Marionnaud

de Bijenkorf

TENNIS POINT

Jack Wolfskin

VAN ASTEN babysuperstore

Plein

sani web

winparts

FERM LIVING

Agenda

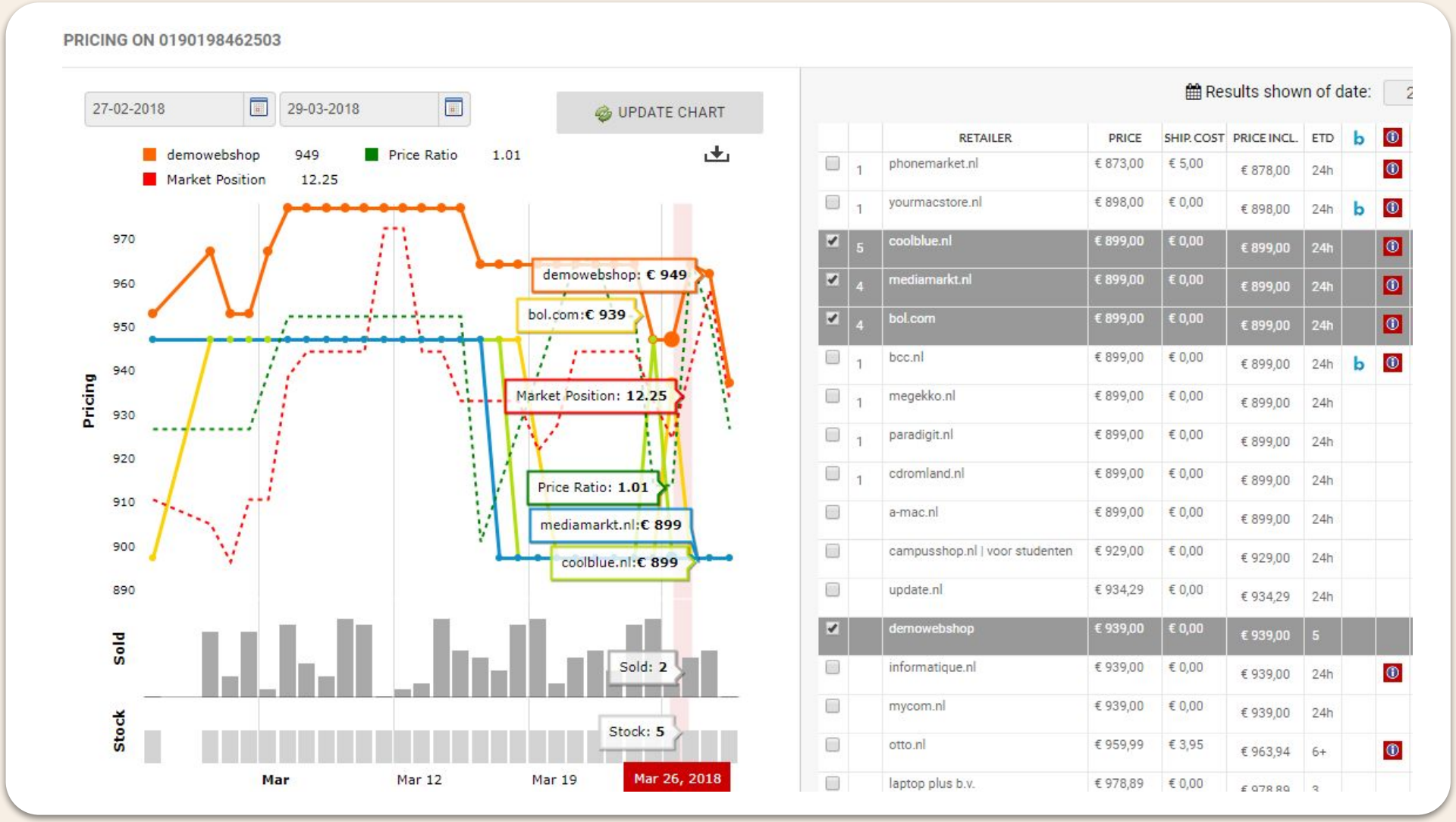
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Wave 1 took pricing from manual work to dynamic pricing, automated end to end by software



		RETAILER	PRICE	SHIP. COST	PRICE INCL.	ETD
☐	1	phonemarket.nl	€ 873,00	€ 5,00	€ 878,00	24h
☐	1	yourmacstore.nl	€ 898,00	€ 0,00	€ 898,00	24h
☑	5	coolblue.nl	€ 899,00	€ 0,00	€ 899,00	24h
☑	4	mediamarkt.nl	€ 899,00	€ 0,00	€ 899,00	24h
☑	4	bol.com	€ 899,00	€ 0,00	€ 899,00	24h
☐	1	bcc.nl	€ 899,00	€ 0,00	€ 899,00	24h
☐	1	megekko.nl	€ 899,00	€ 0,00	€ 899,00	24h
☐	1	paradigit.nl	€ 899,00	€ 0,00	€ 899,00	24h
☐	1	cdromland.nl	€ 899,00	€ 0,00	€ 899,00	24h
☐		a-mac.nl	€ 899,00	€ 0,00	€ 899,00	24h
☐		campusshop.nl | voor studenten	€ 929,00	€ 0,00	€ 929,00	24h
☐		update.nl	€ 934,29	€ 0,00	€ 934,29	24h
☑		demowebshop	€ 939,00	€ 0,00	€ 939,00	5
☐		informatique.nl	€ 939,00	€ 0,00	€ 939,00	24h
☐		mycom.nl	€ 939,00	€ 0,00	€ 939,00	24h
☐		otto.nl	€ 959,99	€ 3,95	€ 963,94	6+
☐		laptop plus b.v.	€ 978,89	€ 0,00	€ 978,89	3

Dynamic pricing delivers hard benefits, and soft benefits that are easy to overlook

Hard benefits

- **Sales and/or profit** growth
  - Depending on the goals of the client
  - Combination of sales AND profit growth quite common
- Improvements in hard **pricing KPIs** such as price ratio vs market/key competitors and price position in the market
- Resulting improvements in **Price Image** of the retailer / brand (typically measured via surveys)

"Soft" benefits

- **Time savings** previously spend on manual pricing: typically one full day per workweek for a category manager when moving from manual pricing to Omnia
- **Fewer pricing errors** through automation
- Better **knowledge sharing** as logic becomes explicit and all teams and countries are using the same tooling

Does it pay off? Case study of a large omnichannel electronics retailer, testing two hypotheses

Two hypotheses:

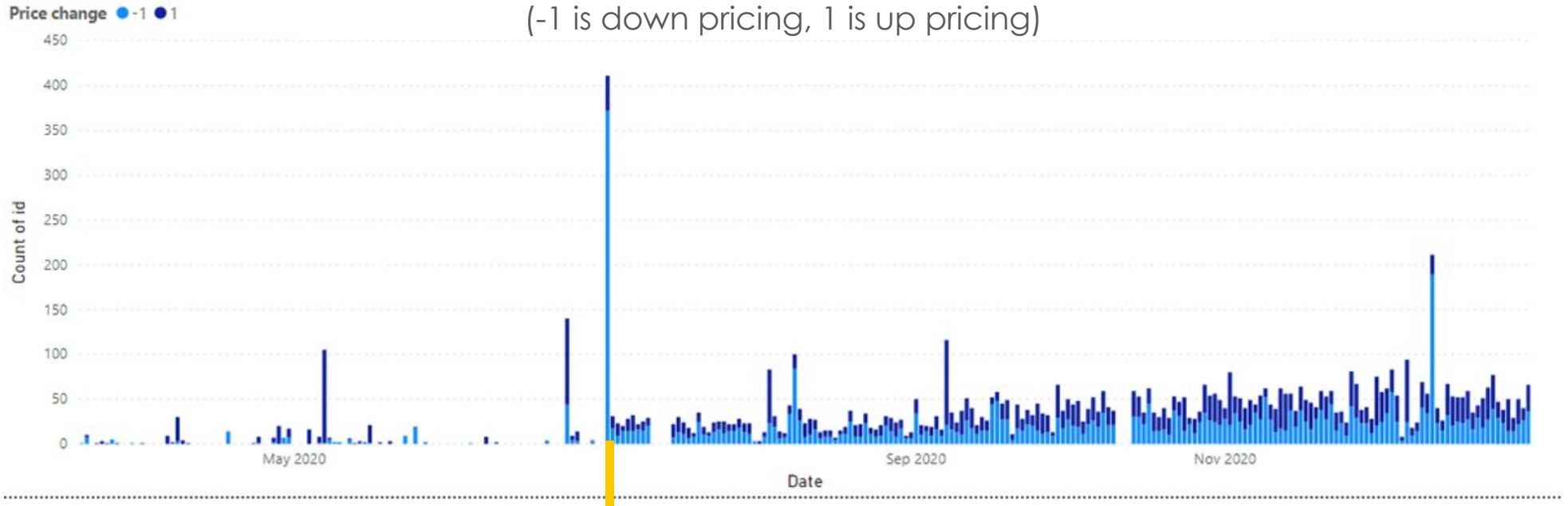
1. **Mechanism:** The Omnia implementation has increased the number of price changes per day vs the manual price changes process before.

2. **Outcome:** The Omnia implementation - and the pricing strategies implemented in it - has grown sales and euro margin (their main goals).

Hypothesis 1 confirmed: after go-live, daily price changes rose sharply (Accessories category)

Daily number of price changes in Accessories category

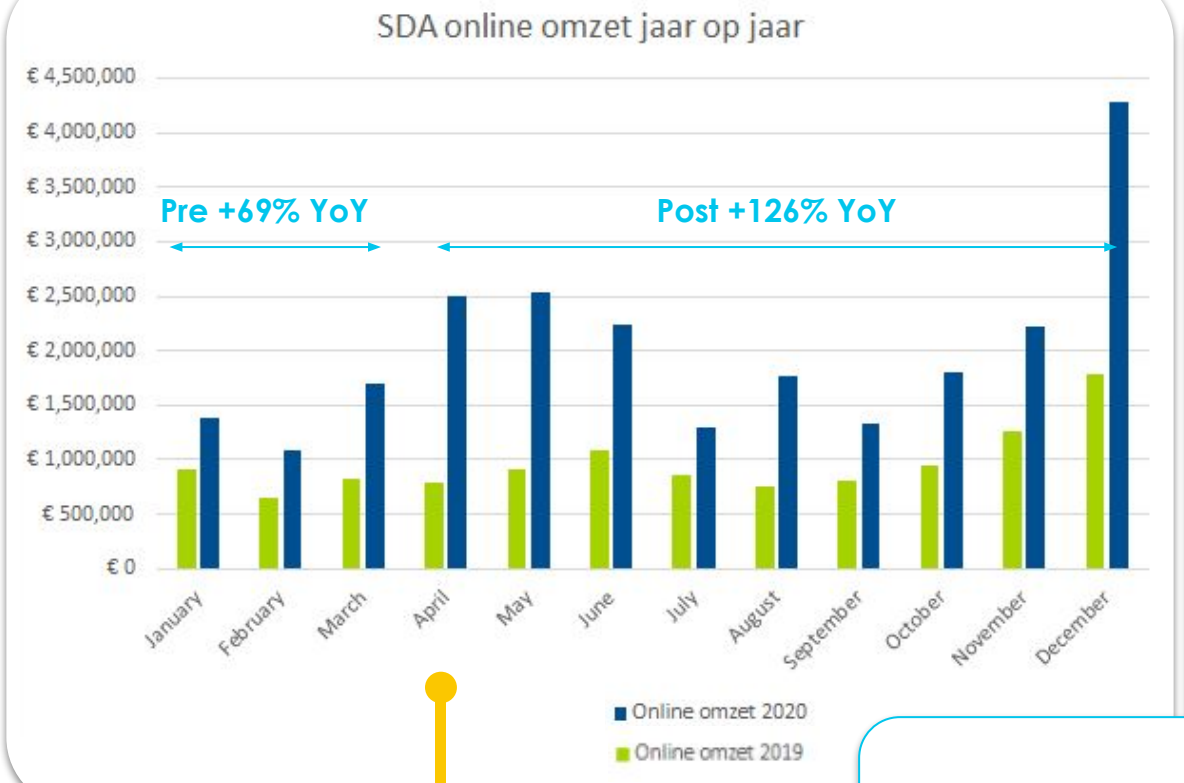
(-1 is down pricing, 1 is up pricing)



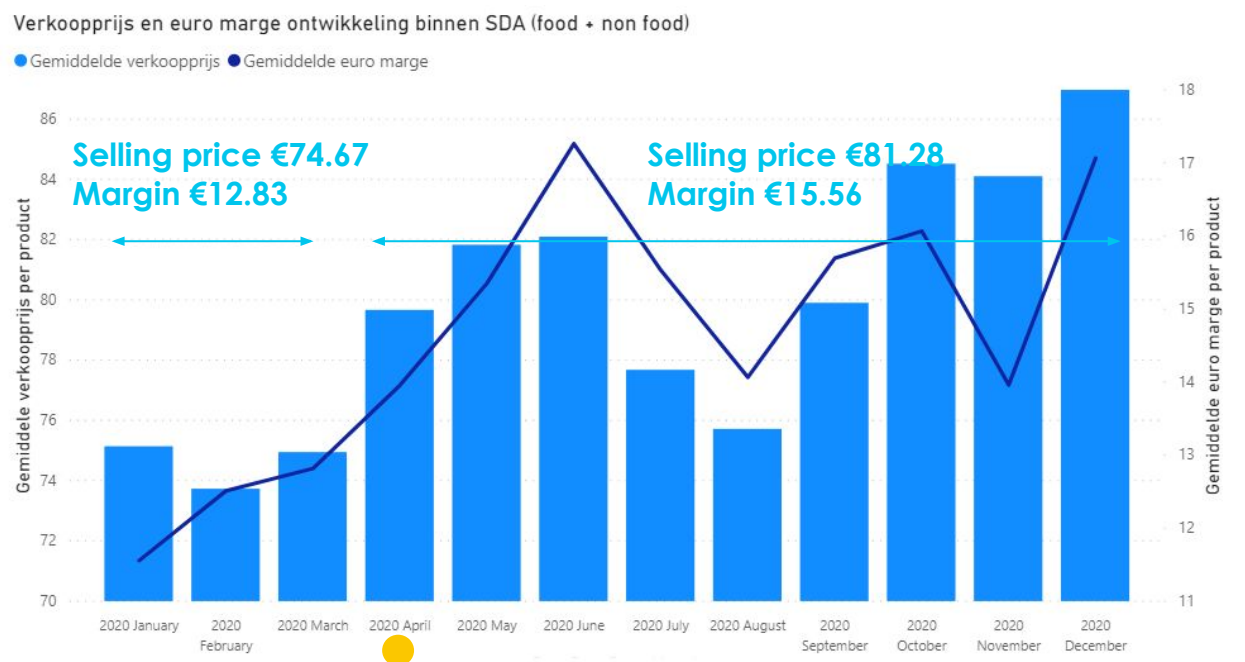
GO LIVE
July 2020

Hypothesis 2 confirmed: higher sales, and a higher average price and margin per product (SDA category)

SDA sales year-on-year comparison



SDA average price and average margin per product comparison



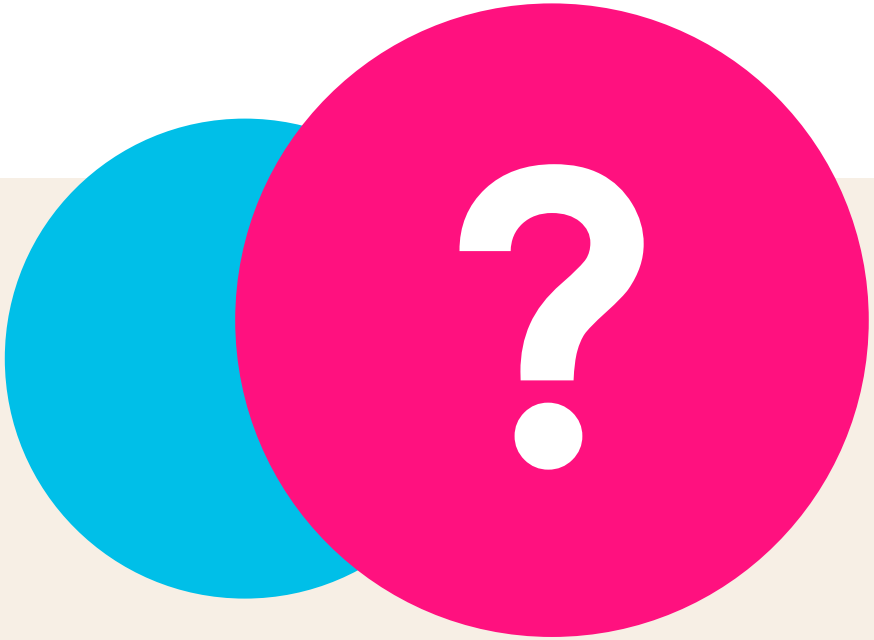
GO LIVE
April 2020

Note: the April 2020 go-live coincided with the COVID e-commerce surge, so the year-on-year sales jump overstates the effect. Price and margin per product are the cleaner signal.

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Complex strategies at scale created the next challenge: loss of control

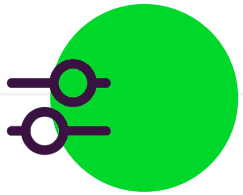


Why is the price advice 548.93?

How are elements of my pricing strategy impacting the pricing outcomes?

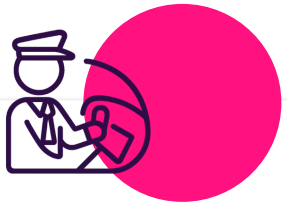
Are my pricing strategies delivering on the **objectives** I have?

Loss of control led to the three design principles behind the Omnia 2.0 platform (2023)



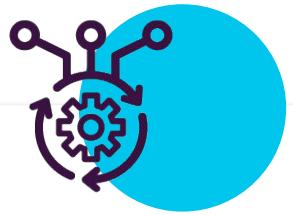
Realtime Flexibility:

Automate anything at any time



Full Transparency:

Staying in control while being on autopilot



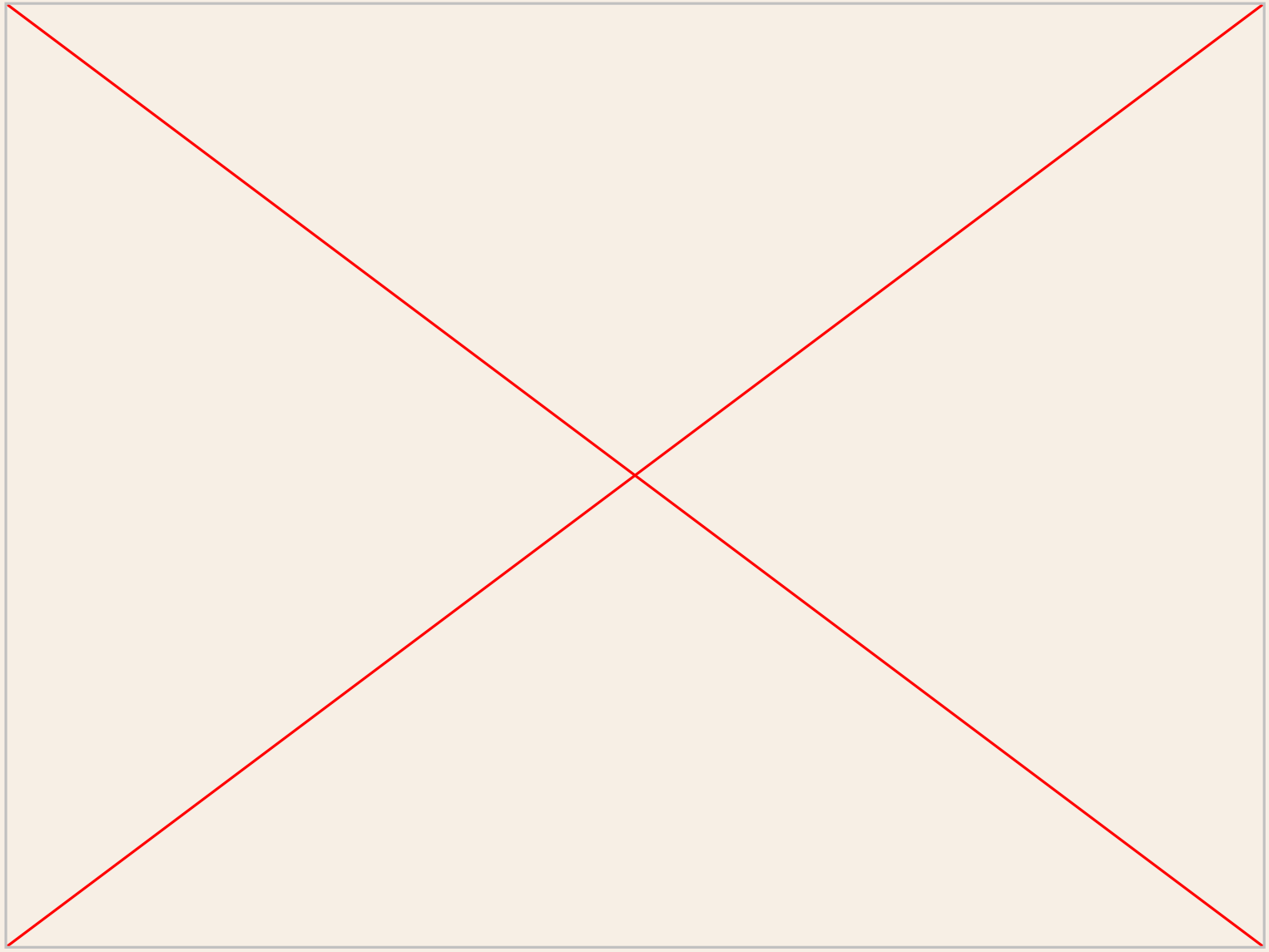
Intelligent Automation:

From managing prices to steering your business

Covered in this chapter: Wave 2

Next chapter: Wave 3

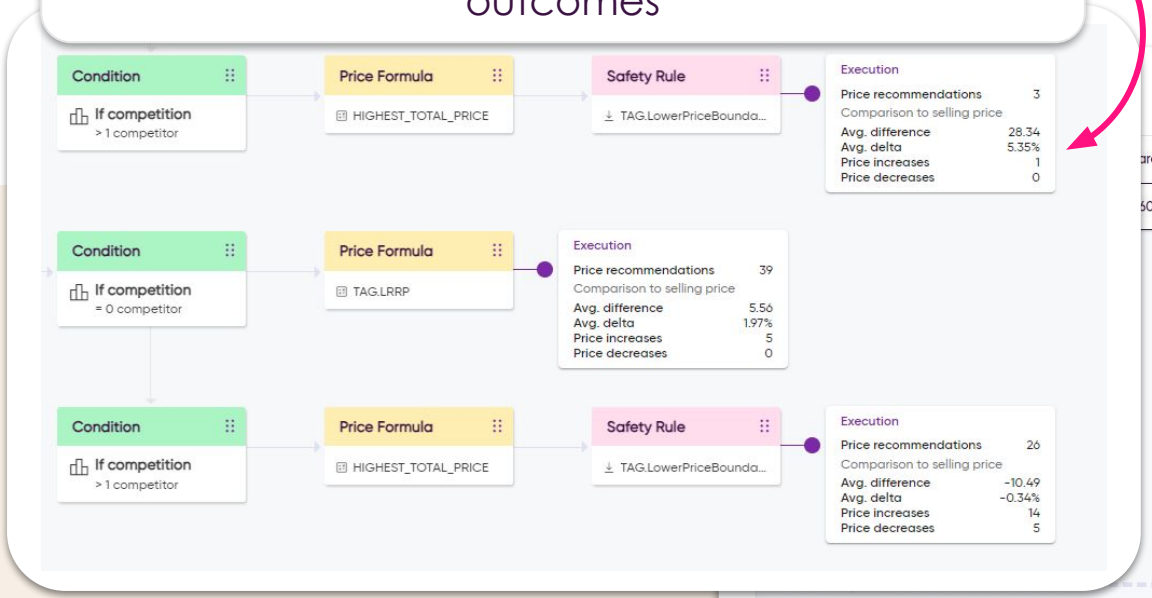
Realtime Flexibility: build any strategy in the drag & drop strategy tree, and automate it at any time

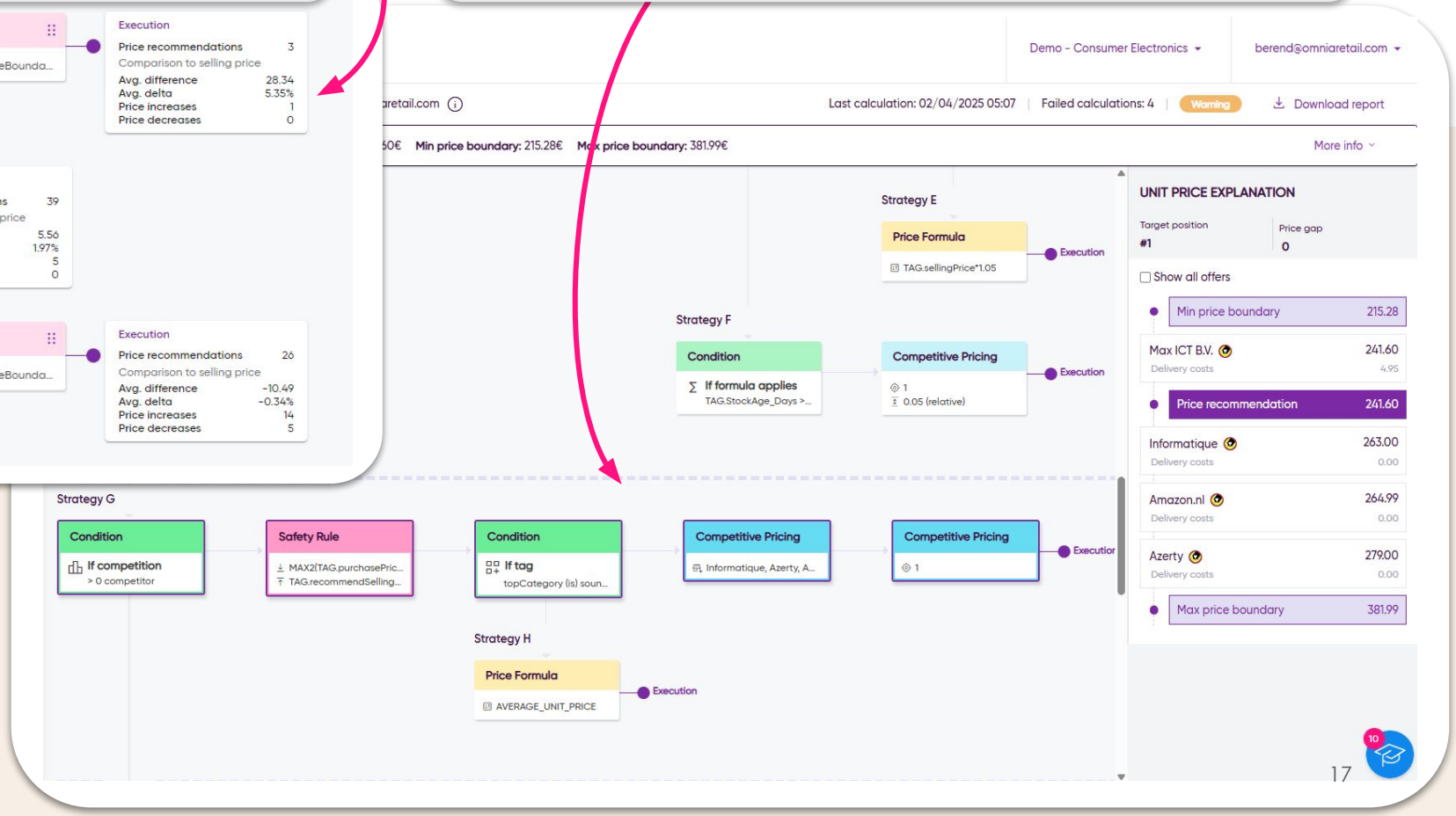


Full Transparency: staying in control while being on autopilot

Strategy Branch Statistics show **the impact** that elements of the strategy have on pricing outcomes

Individual price advise **explained by highlighting path** in decision tree and values used

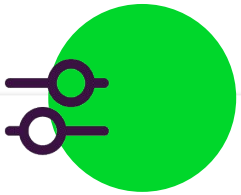




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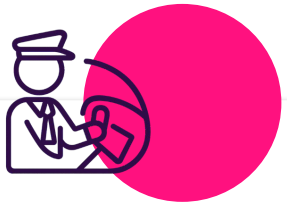
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In 2025 I said: the third design principle will ultimately lead to “agentic pricing”



Realtime Flexibility:

Automate anything at any time



Full Transparency:

Staying in control while being on autopilot



Intelligent Automation:

From managing prices to steering your business

FROM MANAGING PRICES TO STEERING YOUR BUSINESS

Three shifts we are building into Omnia to get to agentic pricing

	Today	Where we're heading	What it means for the user
1 AGENTIC INTERACTION **From operating to directing**	Dashboards, screens and reports	**A conversation with Omnia** Ask questions and give instructions	› Fully flexible: ask or instruct, your way › Answers in seconds › More of your team can use Omnia › Works in and together with your tools
2 YOUR PRICING PLAYBOOK **From settings to intent**	Detailed settings per rule	**Your intent, set once and used everywhere** Goals, boundaries and context	› An Agent that understands your intent › Track your goals, not just price levels › Change it once, it applies everywhere › Consistent, auditable and quick to roll out
3 FORECASTING **From hindsight to foresight**	Insight into your performance	**Forecasts before you commit** Compare options on price sensitivity and expected impact	› See how products respond to price › Compare and verify before going live › Optimize toward your business goals › Get buy-in with the expected impact

SHIFT 1 · AGENTIC INTERACTION · LIVE SINCE H1 2026

Omnia went agentic in H1 and improves every month

The first of our three shifts is underway. Ask a question, and the Omnia Agent runs the analysis and tells you what's happening, why it matters and what to do next. Since launch, we've kept improving it based on customer feedback.

Ask, and get the analysis

Ask a question and the Agent does the digging. No filters to set, no reports to build.

Your whole team can use it

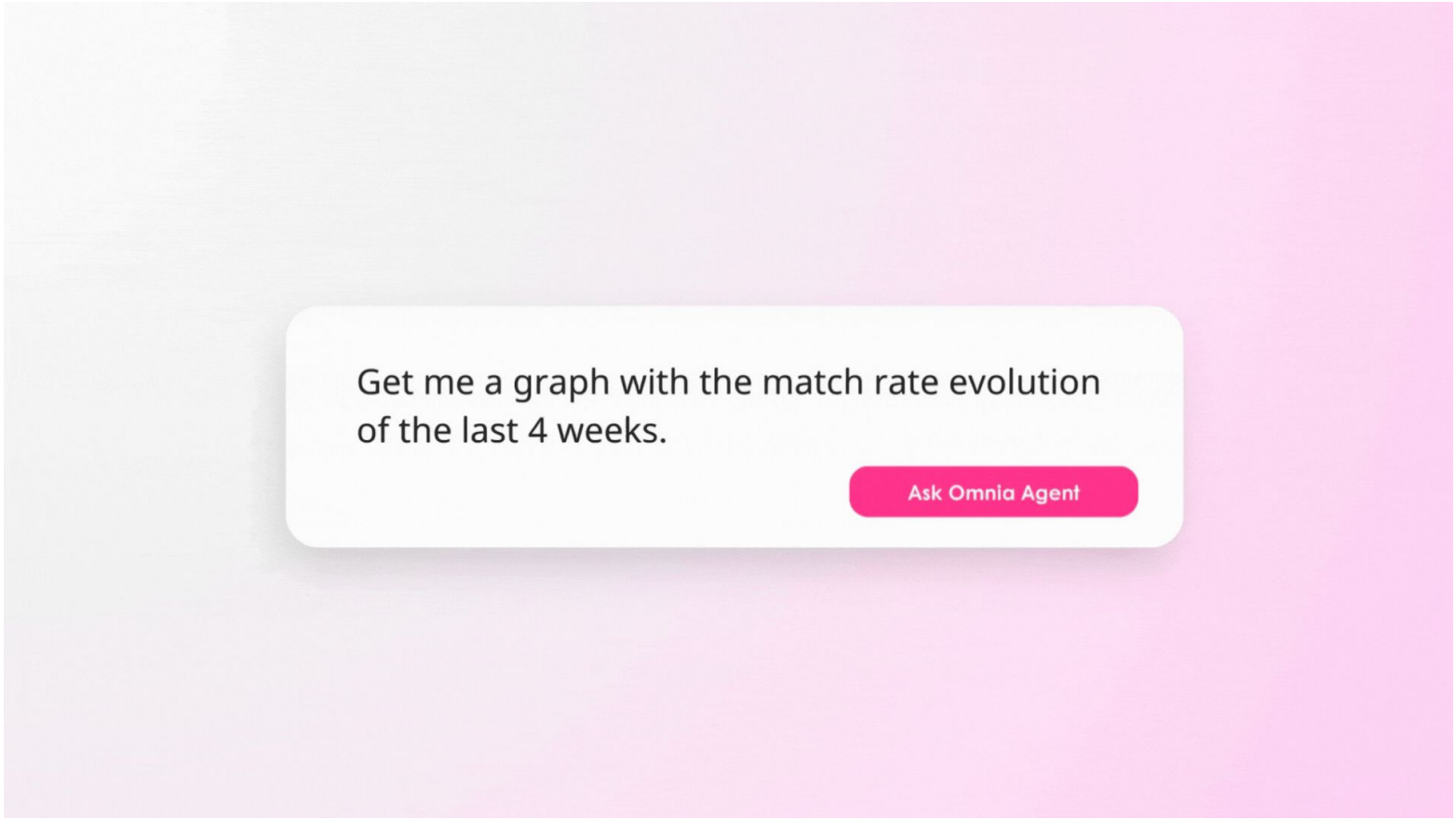
Ask in your own words. Pricing expertise is built in.

Transparent, never a black box

Every answer comes with full context: what triggered it and which rules applied.

You make the call

The Agent analyzes and explains; decisions stay with you. Your data never trains external AI models.



How agentic pricing in the market develops. Grading my 2025 predictions: all three are moving, at very different speeds

In April 2025 I made three predictions in this lecture. This is how they held up by November 2026.



Agents negotiate 1:1

Shopping agents arrived in 2026: Google's Universal Commerce Protocol, Shopify Agentic Storefronts, Walmart opening up to outside agents. But Amazon blocks them (ChatGPT, Meta's Muse) and pushes its own assistant, Rufus. Negotiating is next.

First step taken



Agents unlock personalised pricing / discounting

First steps: Google's agentic checkout lets merchants offer a personalised "new member" price, and its Direct Offers pilot brings personalised discounts into AI Mode. Prices hit a legal brake: New York, Maryland, FTC inquiry.

Discounts emerging, prices curbed



AI optimises across domains

Early signs: retailers start linking pricing with inventory and supply chain decisions, and Walmart is consolidating its AI agents into four "super agents" that span functions. True joint optimisation is still ahead.

Emerging

Sources: Google, Shopify, Walmart, Adweek, Wall Street Journal (2026); FTC (Oct 2026)

Thank you.

Let's keep in touch.

sander@omniaretail.com
www.omniaretail.com